

## **EDITORIAL PRACTICES AND SUBMISSION GUIDELINES**

This document sets forth the practices we adhere to in all of our publications, a set of guidelines for submitting content.

### **EDITORIAL PRACTICES**

As the world's definitive source of expert- and peer-based knowledge and insights for organizations examining or engaged in transforming HR, the mission of the HROA is to provide fair, balanced, and unbiased information on HR business process transformation. Towards that end, the HROA publishes a variety of content of interest to the community in our newsletters, on our Web sites, and in other media, including:

1. Aggregated content – Articles, white papers, reports, studies, etc. that are not produced by the HROA. We do not alter or adapt this information in any way; we serve simply as a repository of high quality information.
2. Proprietary content – Articles, white papers, reports, studies, etc. produced or co-produced by the HROA, including content developed and contributed by industry members outside of the organization, but proprietary to the HROA.
3. Commentary – HROA commentary on key issues and events of interest to the communities we serve; by definition, commentary may include evidence-based opinion.
4. Peer Review – The HROA accepts submissions of specific pieces of research and subjects them to a rigorous peer review process using a panel of referees to improve the content and ensure compliance with our peer review standards.

In managing our content we adhere to a strict policy of separation between advertising/sponsorship and posting of content. No favoritism is provided at any time to advertisers and sponsors with regard to placement of their content within our media.

### **Aggregated Content Editorial Practices**

Aggregated content includes articles, white papers, reports, studies, etc. produced by other organizations. We do not alter or adapt information in any way; we serve simply as an information repository.

#### Aggregated Content:

- Aggregated content is relevant to our topic and of general interest to the communities we serve.
- We strive for inclusiveness, breadth and balance in aggregated content in an effort not to show bias of any kind toward people, organizations, or issues.
- Aggregated content is sourced to the originator.

- Any content available in the public domain (i.e., content that can be accessed free of charge by anyone, with no subscription necessary) may be placed without obtaining prior approval from the copyright owner (and it must be sourced). We will rely on the submitter to verify permission.
- Public domain content is placed with no membership prerequisite (i.e., anyone, regardless of membership status) can access publicly available content.
- Content not in the public domain (i.e., content we gain from subscription sources, or proprietary content that members or others share – any content not broadly accessible to the public) requires approval from the copyright owner prior to placement. For content we source and place we verify copyright permission. For submitted content, we rely on the submitter to verify permission.
- Non-public content is also sourced and may include additional information the copyright owner requests included, e.g., links to web sites, etc.
- Non-public content is made accessible to members-only, unless the copyright holder requests broader availability.
- News content remains available for one quarter, unless there is a good reason to retain it longer.
- Non-news content is reviewed twice per year for continuing relevance and outdated content removed.

### **Proprietary Content Editorial Practices**

Proprietary content includes articles, white papers, reports, studies, etc. produced or co-produced by the HROA and/or its members.

#### Proprietary content:

- Is relevant to our topic and of general interest to the business process transformation community.
- Clearly indicates authorship and representation (i.e., indicates the organization an author represents; for example: Jane Doe, Best Services HRO Provider).
- Is evidence-based and does not reflect the opinion of the HROA. This content has an analytical, insightful, or reportorial voice.
- Is accurate and appropriately sourced to demonstrate accuracy. Is not an advertisement or advertorial.
- Appropriately attributes both information gathered from other sources (such as, “According to *HRO Today*”) and quotations.
- May be placed in either member-only or open-access publications, whichever the HROA deems most appropriate.
- Items submitted for review that may not meet these criteria are submitted to the Research and Standards Committee for final review and acceptance/rejection

- Is reviewed quarterly: news content remains available for one quarter, unless there is a good reason to retain it longer, and non-news content is reviewed twice per year for continuing relevance and outdated content removed.

### **Commentary & News Analysis Editorial Practices**

Commentary is the interpretation of key issues and events by the HROA in business process transformation; by definition, commentary includes fact-based opinion.

#### Commentary & News Analysis:

- Is broadly relevant to our topic and of general interest to the business process transformation community.
- Addresses topics such as industry trends and government activities that impact the transformation industry.
- Makes an opinion-based, evidence-based case for an issue.
- May be written with input from HROA board members, staff, and relevant industry experts.
- Is not intended to give a balanced view of all sides of a debate; but offers a clear opinion and informed position.
- Provides an opportunity for fair and balanced public rebuttal.
- Appropriately attributes both information gathered from other sources (such as, “According to *HRO Today*”) and quotations.
- May be placed in either the member-only or open-access venues, whichever the HROA deem most appropriate.
- Is reviewed quarterly: news content remains available for one quarter, unless there is a good reason to retain it longer, and non-news content is reviewed twice per year for continuing relevance and outdated content removed.

### **Peer Review Editorial Practices**

Peer reviewed items are submitted to a panel of referees who review the submission to ensure the submission represents a significant contribution to the professional practice of back office transformation

#### Peer Reviewed Submissions:

- Represent a significant breakthrough in the professional practice, backed by objective data verifying the findings presented.
- Meet fundamental academic standards (e.g., footnotes and/or endnotes with appropriate details), are adequately supported by objective and independently verifiable data, and appropriately attribute both information gathered from other sources (such as, “According to *HRO Today*”) and quotations.



- Are submitted to a panel of referees with sufficient experience in the topic presented to be considered by our editorial staff as experts in the field and are at least in equal standing with the author.
- Referees may recommend unconditional acceptance, accept it with suggested improvements, reject but encourage revision and resubmission, or reject outright. The decision of the Editorial Panel is final.
- Items submitted for review that may not meet these criteria are submitted to the HROA Research and Standards Committee for final review and acceptance/rejection.
- Will be placed in a peer reviewed venue, e.g., the *HR Business Review*. May be placed in either the member-only or open-access venues, whichever the HROA deems most appropriate.

## **EDITORIAL GUIDELINES**

We publish the following items:

- News items: brief updates of 250 words or less
- Articles and Interviews: 750 to 1,500 words in length
- Case studies: 750 to 1,500 words in length
- White papers: 2,500 words or less including a 250 or less executive summary
- Research reports: 2,500 words or greater with a 500 word or less executive summary

### **Outside Submissions**

Any one may submit one or more of the items above. The editorial board will review them for acceptability.

### **Format**

A newsletter or bulletin will generally contain the following:

- **1 Main Feature**: Typically an article, interview, or case study.
- **2-3 Articles or News Items**: Depending on submissions received by publication deadlines.
- **1-3 Research Report and/or White Paper Summaries**: The body of the newsletter will contain the brief summary and links to the research report.

### **Specific Guidelines**

Any item may be submitted at any time and the subject and format is left to the submitter. Interviews, case studies and white papers, however, should meet the following additional criteria:

- **Interviews**: These are conducted one-on-one with a staff writer in question and answer format.
- **Case Studies**: Should include:
  - o The name of the client company\* and at least one point of contact at the client company\*. If this is not possible, at least one of the following criteria must be met.
  - o One or more quotes from the client\* validating the case study.
  - o Answers from the client\* to the following questions on a scale of 1 to 100 with 100 being the maximum possible positive score:
    - **% complete of contract duration** e.g., if it's a 10 year contract and 5 years have past % complete would be 50%.
    - **% client satisfaction versus expected** e.g., if the relationship has met 100% of the client's expectations then the % client satisfaction would be 100%.
    - **Cost savings to date versus expected** e.g., if the client expected to save \$100M and has saved \$50M to date, cost savings to date would be 50%.
    - **Quality improvement to date versus expected** e.g., if the client expected a 100% improvement in quality but has experienced a 50% improvement, quality

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\* Case studies require client information for verification purposes. The HROA will grant anonymity in the published case study to any provider or client who requests it on a case by case basis.



improvement to date would be 50%. Not applicable or not available are acceptable answers.

- Productivity improvement to date versus expected e.g., if the client expected a 50% improvement but experienced a 25% improvement, productivity improvement to date would be 50%. Not applicable or not available are acceptable answers.

- White Papers: Should address:

- A new and/or innovative approach, process, or program and how results should be measured.
- A discussion of the specific impacts envisioned on the practice or state of HR transformation and/or the HRO industry as a whole.